

Total Quality **CUSTOMER SERVICE**



PA CAREERLINK®
PHILADELPHIA

FACILITATOR MANUAL

Facilitator's Guide Module 1

(Slides – 1 – 10)

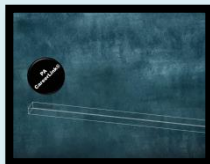


(Welcome – Facilitator introduces themselves and provides some background information)

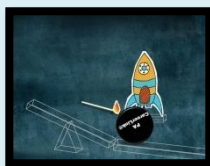
Good morning! Welcome to Total Quality Customer Service Training. I'm (NAME) and I will be your facilitator today. Let me provide you a bit of background information about Pennsylvania CareerLink® and what we do here.



Pennsylvania CareerLink® helps individuals choose direction, make better career choices, and supports Philadelphia's employers by providing proven and qualified workers.



We get the ball rolling



To launch new careers,



Align workers with industry needs



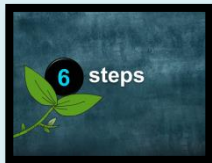
Increase company value



and propel Philadelphia's workforce



to employment



To help you along you and your company grow,
Pennsylvania CareerLink® is proud to present



6 steps to Total Quality Customer Service!

WARM-UP

As a Warm-Up exercise, I would like you to locate the blank sheet of paper in front of you. This is your name tent. Please fold the paper in thirds while holding it horizontally in front of you and put your name in big, colorful letters on the front panel of your name tent. (Facilitator will demonstrate)

LARGE GROUP ACTIVITY

Okay, now I would like you to think of something that bugs you when you are the customer getting service. On the back panel of your name tent, write the words or phrases that represent the things that bug you.

Fantastic! Now you will be required to stand up and move around for this next activity. I would like you to speak with someone in this class – a person who is not sitting at the same table as you, and share your ideas with them. Explain to your new friend why this particular situation bugs you. Remember that you will be listening to your partner's ideas as well. I will give you approximately five minutes for this activity. You may begin. (Facilitator's note: You will now assign partners. After everyone has paired up, stop the activity. Ask that everyone stay in the place where they are standing.)

Okay, stop. Please stay in your place. The person you are now speaking with is your partner for the class. You and your partner need to find a seat at the same table. This will require many of you to relocate. So try to balance out the number of people at each table as best as you can. (Facilitator's note: make sure everyone has a partner. If there are an odd number of participants, one set can have three people.)

Teams

Guess what? The people at your table are your new Team members. Please introduce yourself to your new Team and come up with a Team name; try to think of something you have in common. The person in charge of your new team for now will be the person who woke up earliest today. People in charge, it is your responsibility to keep track of time and keep everyone on task.

When you have decided on your Team name, take a piece of paper and make a sign that we will hang on the front of your table. (Facilitator's note: after groups have decided on their Group name, introduce each Group to the class and ask for a round of applause for each.)

Well, we have some very creative Teams! Now it is time to view our program outline.

PROGRAM OUTLINE

(Participant's Manual – Page 1)
(Smart Board; outline of day's lessons)
(Slide – 11)

Please turn to page 2 in your Manual and let's review the outline of this program.



Let's take a quick look at our agenda for today. This is a one day program and we will be here from 9:00 – 4:30. We will take a break at approximately 12:00.

(Note: provide class all necessary housekeeping issues such as bathroom location, refreshments, etc.)

PARTICIPANT OBJECTIVES –PICTURES

I am now going to ask you to work as partners. Write down two goals; something you hope to learn or improve on in our training today.

(After partners have finished, walk around the room and read the objectives loud enough for participants to hear you. Tape their objectives up on a wall or nearby table.)

(Partners)

Let's take a look at your objectives...

GUIDELINES

I want to go over some simple guidelines that we should follow in order to make the best use of our training and learning time together. The group owns and enforces its own guidelines. Here are some suggestions that I consider

both practical and fair:

(Smart Board – 5)

- Start and end on time
- Respect opinions of others
- One person speaks at a time
- Have fun
- No Interruptions
- **Participate** (Stress this point; the more they put in, the more they will get out of the training!)
- Open and honest communication
-
-

Would anyone like to add to our guidelines?

Now, let's get started by reviewing why we are here today.

WHY WE ARE HERE

(Participant Manual – Page 2)

(Slide 12)

(Note: type in the company's mission or vision statement on this slide prior to training. This section can be delivered by the facilitator or a Manager.)

We are pleased to re-energize our customer focus through the Total Quality Customer Service process. Please look again at Page 1 in your Participant's Manual. (This page covers Modules 1 – 6 and their titles).



Today we will start the process of drastically changing not only the way we do business but also our whole way of thinking about what it takes to be part of a successful organization.

Most businesses spend hundreds of thousands of dollars a year trying to attract new customers, but never think about what causes a current customer to take their business elsewhere. As common sense tells us, the cost to the organization to attract one new customer is actually 100% higher than repeat business from a returning customer.

So, the question is: Why do current customers leave? Look at page 3 in your Participant's Manual to find out the answer! According to a Harvard Business School survey:

**(Participant's Manual – Page 3)
(Slide 13)**

68% leave because of the service attitude of employees, 14% because of dissatisfaction with general service issues (for example, wait time) and 9% because they might receive better service elsewhere! That's a total of 91%! So, of the customers who never come back, the overwhelming majority do so because of service-related issues!

This is exactly why we are here today. The truth is, with the choices available to people today, we can no longer stay in business without every individual employee thinking about what it means to offer great service.



Turning to page 4 in the Participant’s Manual, we will look at the “old” hierarchy in this organization versus the “new” hierarchy. The top represents the way that we used to conduct business and the bottom shows how things really are. No one is more important to this organization than all of you who provide service to our customers.

**(Participant’s Manual – Page 4)
(Slides 14 and 15)**

(Note: The answer to fill in the blanks of the triangles can be found on SLIDE – 15. This marks the section to be delivered by a manager.)



Facilitator's Guide Module 1



MODULE 1

(Slide 16)

Now that we have an idea of why we are embracing the Total Quality Customer Service process, we will now look at our own roles and how we fit into the customer service initiative.

MODULE 1 – STEP 1 – OBJECTIVES (5 MINUTES)

(Participant's Manual – Page 1.1)

(Slide 17)

At the end of this module, participants should be able to:

- Recognize the importance of service excellence to your organization's survival
- Identify with the vision
- Internalize the vision of Total Quality



MODULE 1 – STEP 2 – PRACTICE EXERCISE

(15 MINUTES – 1 DAY)

(Participant's manual – Pages 5 – 6)

(Slide – 18)

PRACTICE: Maintain an Attitude of Total Quality Service

Excellence

CHOOSE THREE OF THESE SIX AND SKIP TO NEXT STEP!

1. Speak well of your organization

(5 minutes)

(Group)

Let's get started with the first rule in maintaining an attitude of service excellence. In your Groups, have a discussion about why you feel it is important to speak well of your organization. The person in charge is the Group member with the most brothers and sisters. You will find space for your notes on page 1.2.

(Note: When allotted time is up ask for a few ideas from the Group members in charge.)

Sample correct responses from the group may include:

- We choose where we work
- People believe what they hear
- If you don't speak well of your organization, you are not speaking well of yourself

2. Respond quickly and cheerfully to all customers

(5 minutes)

(Partners)

With your partner, have a discussion about the second skill. Respond quickly and cheerfully to all customers.

(Note: When allotted time is up, ask for a few ideas from the participants)

Sample correct responses from the group may

include:

- First impressions are lasting impressions
- Customers like fast service
- A quick response shows that you care about the customer

3. Reprioritize work when customer needs arise

(4 minutes)

(Teammate)

Okay! For the next skill, I would like you to have a meeting with a pair partner. I will count you off, remember your number.

(Note: divide the participants in half and count the number in each group. There should be one set of each number that match. For example, if there are 20 participants count to 10 twice. 1's are matched with 1's, 2's with 2's, etc...)

Now, with your pair partner, I would like for you to have a discussion about what it means to reprioritize work when customer needs arise.

(Note: When allotted time is up, ask for a few ideas from the participants)

Sample correct responses from the group may include:

- When our job involves serving customers, we should expect this
- Result is – customer feel like you care about them
- Customers like fast service

A quick response shows that you care about the customer

4. Look for opportunities to improve customer service (5 minutes)

(Group)

In your Group, have a discussion about why it is your role to look for opportunities to improve customer service.

(Note: When allotted time is up, ask for a few ideas from the participants)

Sample correct responses from the group may include:

- No one knows better than the front line
- An opportunity to show initiative – help the organization improve service
- Ideas from the front line should be appropriately communicated to management

5. Respond appropriately to customer feedback

(5 minutes)

(Partners)

With your partner, determine ways in which you might respond appropriately to customer feedback.

(Note: When allotted time is up, ask for a few ideas from the participants)

Sample correct responses from the group may include:

- Listen
- Thank them
- Take action and follow-up

6. Cheerfully and professionally greet all customers

(5 minutes)

(Team)

With your team, have a discussion about greetings. Try to come to consensus with your Group on the best and worst greetings you have heard as a customer.

(Note: When allotted time is up, ask for a few ideas from the participants.)

What does a good greeting do?

Sample correct responses from the group may include:

- Makes a positive first impression
- Shows that you care about the customer
- Makes the customer feel good, which in turn makes you feel good

MODULE 1 – STEP 3 – VISION

(5 MINUTES – 1 DAY)

(Participant’s manual – Page)

(Slide – 19)

Please turn to page 1.4 in the Participant’s Manual where you will find a vision exercise

OUR VISION



We at Loews Hotels & Resorts believe that luxury is not limited to thread counts or tiny chocolates on a perfectly fluffed pillow. For us, real luxury is about feeling welcome every time—and any time—you walk through our doors. It’s about having the freedom to do exactly as you please, when it pleases you. Or maybe the extravagance of doing nothing at all?

A. *(Note: The verbiage on slide 19 will be determined by the mission statement or vision of the company)*

**B. TOTAL QUALITY VISION DISCUSSION
(PARTICIPANT'S MANUAL – PAGE 7)
(SLIDE 17)**

In my work, how do I bring the Organization's Vision to life?

(Note: if a vision statement is provided, it will be shown here on a slide. We will ask participants to think about what it is and personalize it in the exercise.)

C. PERSONALIZING THE VISION

(Group)

I would like each group to spend two minutes developing their own version of the vision. Think about the work you do and how you fit in to the big picture of this organization. It should be only 1 -2 sentences long.

(Partner)

(Note: after two minutes, ask participants to share their personal vision with their partner)

**MODULE 1 – STEP 4 – GOOD SERVICE/BAD SERVICE
(10 MINUTES – 1 DAY)**

**(Participant's Manual – Page 1.5)
(Slide 20)**



To stress the importance of service to the long-term financial health of the organization, let's share individual examples of both good service and bad service. Almost everyone has personal experience with businesses that offer such GOOD SERVICE that you're willing to pay more, go out your way to frequent that business, or just plain feel a sense of loyalty to the business, just because they offer excellent service! In your teams, have a discussion about experiences you have had that have been especially good ones as a customer. Think about how you felt about the experience. The person in charge of this activity on your team is the person who has the most children.

(Note: Allow four minutes for Group discussions. At the end of four minutes ask the person in charge to give a brief summary of the way people felt when they received good service. Jot the feelings down on the Smart Board. Possible responses include happy, satisfied, loyal, warm, cared-for, belief in others increased, etc.)

Now, everyone should also have a horror story about service so bad that you not only never went back, you probably considered it a social service to tell everyone you knew never to go there either! Let's have another quick Group discussion about really bad experiences you have had. The same person in charge will report out at the end of four minutes.

(Note: allow four minutes for Group discussions. At the end of four minutes ask the person in charge to give a brief summary of how they felt about the bad experience. Possible responses include angry, hurt, mad, dissatisfied, bewildered,

sad, frustrated, etc. Then ask what action they may take in response to their experience. Summarize the lists for good and bad experiences using the Smart Board as a guide.)

(Smart Board – 6)

BAD SERVICE CAUSES THE FOLLOWING FEELINGS AND ACTIONS:

GOOD SERVICE CAUSES THE FOLLOWING FEELINGS AND ACTIONS:

Our goal then, is to avoid, prevent or recover from the bad feelings

(Note: put an X through the bad side of the Smart Board.)

And... we want to make sure our customers leave with these “good” feelings. We as customers have come to expect excellent service as a minimum in every organization that we come into contact with. It is no longer acceptable in today’s competitive economy to offer any product, from auto repair to healthcare, without providing excellent service.

MODULE 1 – STEP 5 – CASE STUDY

(5 MINUTES – 1 DAY)

(Participant’s Manual – Page 1.6)

(Group)

Now let’s take a look at a case study on page 1.6

(Note: ask participants to read the case study. Assign each Group one case study question for discussion. Ask the person in charge to report out to the large group. Please note that a sample case study has been provided, but can be customized. Praise and re-affirm their conclusions as

appropriate.)

CASE STUDY #1

REFLECTION

MODULE 1 – STEP 6 – RATING, INSIGHTS AND ACTION (5 MINUTES – 1 DAY)

(Participant’s Manual – Page 1.7)

(Individual)

(Slide – 21)

Please turn to page 1.7 in the Participant’s Manual and complete the Practice Rating for Module 1. Rate yourself on each of the Practices listed as they apply to your own work area. The scores nearest to the left side of the page are your opportunities for growth.

Turn to the flagged page in the Appendix; note your start, stop, continue items (things you will stop doing, things you will start doing, and good things you already do and will continue to do).

(Participant’s Manual – Appendix)

(Slide 22)

(Partners)

Please record your three greatest insights on the Key Insights page of your Participant’s Manual. After you have finished your key insights, turn to the Action Plan page for this module. Identify start-stop-continue items that you will commit to. Share your insights with your partner.



MODULE 1 – STEP 8 – QUIZ

(2 MINUTES – 1 DAY) (2 MINUTES – 2 DAY)

(Large Group)



Now, before we move into the next section on identifying customer needs, let's quickly review our main objectives for building a Total Quality Attitude of Excellent Service. I'll ask some questions relating to the objectives; raise your hand if you know the answer.

(Note: ask different participants to answer each of the following questions. Reward those who volunteer to respond with a small prize. I provide \$5.00 gift cards for Wawa, Dunkin' Donuts, etc.)

1. How can we transmit the vision to others outside of the organization? (Possible response: we can speak highly of the organization at home and in our lives outside of work.)
2. How can we internalize the vision? (Possible response: we can coordinate all of our daily actions to be in accordance with the vision.)